

# **THE HR PERSPECTIVE**

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**May 13, 2020**



**HUMAN RESOURCES**  
— CONSULTANTS, LLC —  
A BETTER OPTION

# WHAT WE'LL COVER

- Ever-so-many things to think about
- It's a balancing act
- Motivating and reassuring the workforce
- Dealing with individual circumstances
- Adapting policies, practices and protocols



# EVER SO MANY THINGS TO THINK ABOUT

- Can we provide a safe work environment?
- Do our employees want to come back to work?
- How much flexibility can we provide?
- Do we have a plan if someone is sick?
- Do we want to conduct screenings?



# EVER SO MANY THINGS TO THINK ABOUT

- Do we have a strategy?
- How are we going to communicate?
- Do we understand our leave obligations and how they coordinate with each other including sick leave/PTO, local regulations, FMLA, FFCRA, Short Term Disability plans, Workers Compensation?
- What is our long-term plan and how will we get there?

# IT'S A BALANCING ACT

- It's our responsibility to ensure the health of the organization
- It's also our responsibility to ensure the health of the employees
- We can't have one without the other



# IT'S A BALANCING ACT

- Can we have some or all employees telecommute and still meet our business needs?
- Can we stagger work hours/shifts so that fewer people are together at any one time and still get the work done?
- Can we be compassionate for our employees without sacrificing the success of the organization?
- Can employees be cross-trained to cover those who can't work?

# IT'S A BALANCING ACT

- Can we rearrange the physical work environment without expending large amounts of money?
- Can we allow work sharing and still ensure continuity?
- How do we ensure employees are using leave appropriately without invading their privacy and stepping on HIPAA and ADA regulations?
- How much flexibility is constrained by union or other contracts?
- How do we conduct business as usual when there is nothing “usual” about this situation?



# MOTIVATING & REASSURING THE WORKFORCE

- Communicate, communicate, communicate
- Listen, listen, listen
- Find a trusted communicator to lead
- Have a plan, let employees know what it is
- Be flexible and prepared to amend/refine plans as situations warrant





# MOTIVATING & REASSURING THE WORKFORCE

- Maintain confidentiality
- Educate employees on how to protect themselves
- Provide supplies (e.g. tissues, masks, hand sanitizer, gloves)
- Regularly and visibly sanitize the work environment
- Remind employees of zero tolerance for discrimination and bullying and enforce the policy



# MOTIVATING & REASSURING THE WORKFORCE

- Consider screening employees daily (temperature check upon entry)
- Have a reporting process for exposure
- Limit access from “outsiders” like vendors, clients, visitors
- Close break rooms and cafeterias if you don’t have space to socially distance



# MOTIVATING & REASSURING THE WORKFORCE

- Create a compassionate culture/environment
- Ensure employees know their leave options
- Have a plan for every anticipated eventuality
- Tap into your EAP and remind employees it's there for them
- Be honest, truthful and open
- Employees who feel safe will likely be more productive and have less absenteeism



# DEALING WITH INDIVIDUAL CIRCUMSTANCES

- Employees may just be afraid to come back to work
- Employees may feel they have to come to work because they can't afford not to, even if sick or exposed
- Employees may not have childcare because schools and daycare providers are closed
- Employees may be caring for sick family members



# DEALING WITH INDIVIDUAL CIRCUMSTANCES

- Employees may be afraid to self report exposure
- Employees may refuse to follow safety protocols
- Employees may intimidate those who “believe” or not “believe”
- Employees may be afraid of confidentiality breeches



# ADAPTING POLICIES, PRACTICES & PROTOCOLS

- Have a plan
- Be flexible and amend that plan as situations evolve
- Have a reporting process for employees who become ill
- Have a protocol for handling employees who become ill at work
- Plan for how you will handle absenteeism



# ADAPTING POLICIES, PRACTICES & PROTOCOLS

- Educate employees on how to protect themselves (hand washing, gloves, masks, social distancing, elbow coughing, avoid use of other's equipment)
- Have cleaning protocols for the workplace
- Have flexible leave policies – consider emergency leave of extended LWOP
- Limit travel and face-to-face meetings



# ADAPTING POLICIES, PRACTICES & PROTOCOLS

- Review/edit/adopt Emergency Preparedness Policy
- Consider amending your current leave policies
- Have a system for tracking leave, the duration, reasons and how it is “charged”
- Know the laws regarding pay for employees sent home
- Consider requiring medical clearance after illness or exposure





# ADAPTING POLICIES, PRACTICES & PROTOCOLS

- If conducting layoffs, be cognizant of triggering WARN
- Prepare packages for employees who are laid off or furloughed and include eligibility for expanded benefits
- Review collective bargaining agreements to determine if/how they impact the reopening process



# IN SUMMARY

- It's a scary time for all of us
- Have a plan but be flexible
- There is no current model to follow so, we're all just doing the best we can
- Two-way communication is your best friend
- There are resources out there. Tap into them

